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AUTHORITY

AGO D/A ltr, 29 Apr 1980

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DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGDA (M) (20 Mar 70) FOR OT UT 694219

25 May 1970

SUBJECT: Operational Report - Lessons Learned, Headquarters, 40th Signal Battalion, Period Ending 31 October 1969

SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation in accordance with paragraph 4b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT UT, Operational Reports Branch, within 90 days of receipt of covering letter.

2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

*Kenneth G. Wickham*

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

1 Incl  
as

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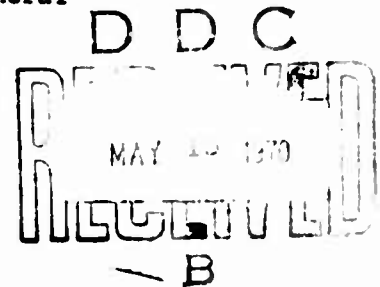
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AD 869079

DEPARTMENT OF THE ARMY  
HEADQUARTERS, 40TH SIGNAL BATTALION (CONSTRUCTION)  
APO San Francisco 96491

SCCPV-UG-FS-0

15 November 1969

SUBJECT: Operational Report of 40th Signal Battalion (Const) for the  
Period Ending 31 October 1969, RCS CSFOR-65 (R2)

TO: SEE DISTRIBUTION

1. OPERATIONS: Significant Activities

a. At the close of the period, the Battalion was organized and located as follows:

- (1) Battalion Headquarters located at Long Binh, RVN.
- (2) Headquarters and Headquarters Detachment located at Long Binh, RVN.
- (3) Company A:
  - (a) Headquarters at Long Binh, RVN
  - (b) 1st Platoon at Long Binh, RVN
  - (c) 2nd Platoon (-) at Long Binh, RVN
  - (d) One section of the 2nd Platoon at Phuoc Vinh, RVN
  - (e) 3rd Platoon at Saigon, RVN
- (4) Company B:
  - (a) Headquarters at Cam Ranh Bay, RVN
  - (b) 1st Platoon at Cam Ranh Bay, RVN
  - (c) 2nd Platoon (-) at Cam Ranh Bay, RVN
  - (d) One section of 2nd Platoon at Ban Me Thout, RVN
  - (e) 3rd Platoon (-) at Cam Ranh Bay, RVN
  - (f) One section of 3rd Platoon at Nha Trang, RVN
- (5) Company D:
  - (a) Headquarters at Phu Tai, RVN

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- (b) 1st and 2nd Platoons at Phu Tai, RVN
- (c) 3rd Platoon (-) at Phu Tai, RVN
- (d) One section of 3rd Platoon at Da Nang, RVN

(6) 221st Signal Company (Pictorial):

- (a) Headquarters at Long Binh, RVN
- (b) Detachments located at:

Phu Bai  
Qui Nhon  
Cam Ranh Bay  
Pleiku  
Saigon  
Can Tho

(c) Unit is OPCON to the CO, Southeast Asia Pictorial Center, Long Binh, RVN; assigned to the 40th Signal Battalion for command, logistical support and administration.

(7) A composite team of 6- JCO's and 4- 36E's, located at Camp Vayama, Sattahip Thailand, is under the OPCON of the 379th Signal Battalion, 29th Signal Group, 1st Signal Brigade.

b. No major moves (i.e. - larger than a platoon size force) were made during the period.

c. Since its arrival in Vietnam in September 1966, the Battalion has installed a total of 4, 355, 766 feet of multi-pair communications cable. During the period covered by this report the Battalion installed 188,000 feet of multi-pair communications cable.

d. Significant accomplishments during the period were the completion of the following cable projects:

| <u>LOCATION</u> | <u>NO. FEET CABLE</u> | <u>PROJECT</u> |
|-----------------|-----------------------|----------------|
| Qui Nhon        | 34,000                | CTO 31-69      |
| Baria           | 9,000                 | CTO 32-69      |
| Saigon          | 18,000                | MO 71-69       |
| Long Binh       | 25,000                | MO 85-69       |
| Saigon          | Replaced 41 poles     | MO 105-69      |
| Saigon          | 25,000                | MO 120-69      |
| Qui Nhon        | 23,000                | CTO 29-69      |
| Chu Lai         | 9,000                 | CTO 26-69      |
| Long Binh       | 1,000                 | MO 122-69      |
| Long Binh       | 1,500                 | MO 123-69      |
| Saigon          | 500                   | MO 135-69      |
| Long Binh       | 4,000                 | MO 139-69      |
| Long Binh       | 38,000                | CTO 9-69       |

e. Major projects nearing completion at the close of the period are as follows:

| <u>LOCATION</u> | <u>NO. FEET CABLE</u>   | <u>PROJECT</u> |
|-----------------|-------------------------|----------------|
| Ban Me Thout    | 4,000                   | CTO 24-69      |
| Nha Trang       | 10,500                  | CTO 23-69      |
| Phuoc Vinh      | 26,000                  | CTO 33-69      |
| Di An           | Rehab                   | CMO 86-69      |
| Long Binh       | Rehab                   | MO 85-69       |
| Long Binh       | Rehab                   | MO 119-69      |
| Saigon          | 7,000                   | MO 124-69      |
| Saigon          | Eliminate cross connect | MO 131-69      |
| Long Binh       | 6,000                   | MO 137-69      |
| Saigon          | 3,800                   | MO 143-69      |

f. Major projects that have been tasked and just started:

| <u>LOCATION</u> | <u>NO. FEET CABLE</u> | <u>PROJECT</u> |
|-----------------|-----------------------|----------------|
| Da Nang         | Eliminate old control | CTO 34-69      |

g. During this period, a total of 8 new major cable projects were received and 13 major cable projects were completed.

h. The Battalion devoted available Mandays during the period as follows:

|                                    |             |
|------------------------------------|-------------|
| Primary Mission                    | 50%         |
| Mission Support & Administration   | 15%         |
| Maintenance of Equipment           | 20%         |
| Security of Area                   | 6%          |
| Training                           | 3%          |
| Area Requirements and Work Details | 5%          |
| Other                              | 1%          |
|                                    | <u>100%</u> |

## 2. Lessons Learned: Commander's Observations, Evaluations, and Recommendations

### a. PERSONNEL

#### Shortages of trained supply specialists

(1) Observation: One of the most critical shortages that continues to exist is in enlisted supply specialists.

(2) Evaluation: This battalion, like all others, must have trained supply personnel to accomplish the units mission. "On-The-Job" training is not possible because there are no qualified "teachers" now doing the job.

(3) Recommendations: That higher headquarters closely monitor the requisition and assignment of supply specialists; that personnel be trained prior to assignment; that every effort be made to assign trained supply specialists to the Battalions/Companies giving priority over higher staff positions.

#### Shortage of trained Officers

(1) Observation: The 40th Signal Battalion (C) never receives an officer trained in the techniques of cable construction or cable splicing.

(2) Evaluation: There is no known training base in CONUS to prepare an officer for duties as a cable construction platoon leader or leader of a cable splicing section. Officers assigned to this battalion are trained photographers, administrators and logisticians. Each must learn on-the-job. The senior non-commissioned officers have accomplished miracles with some. The 3 officers authorized and assigned as section chiefs of the cable splicing sections (1 each company) should be technicians with a background in EE, ME, or at least basic electricity. These officers hold key jobs in the Battalion as they must assure the final quality of the cable project, the cut over and test/acceptance of the outside plant.

(3) Recommendations: That a MOS course be established in CONUS to prepare young officers for assignment as a cable construction platoon leader; that a MOS course be established in CONUS to prepare young officers for assignment as section leaders of cable splicing sections.

#### Shortage of Cable Splicer Non-Commissioned Officers

(1) Observation: Experienced cable splicer supervisors are essential for cable rehabilitation projects.

(2) Evaluation: Currently new cable projects being assigned to the 40th Signal Battalion are predominately rehabilitation projects in nature. This type of project evolves over a period of time as a cable deteriorates because of faulty installation or lack of qualified maintenance personnel. As a result when the 40th Signal Battalion receives the project, the cable contains many faults. Isolation and correction of these faults is a trouble shooting technique that must be accomplished by an experienced cable splicer. The experience level required is not found in school trained splicers who know only the techniques of connecting pairs or wires.

(3) Recommendations: That the techniques of trouble shooting be incorporated into the CONUS school system. That the U.S. Army develop its own capability for schooling whereby the experience of skilled cable splicers returning to CONUS is incorporated into advanced MOS training: That TOE be changed to reflect Senior NCO's so that there is a logical promotion pattern.

(4) Corrective Action Taken: MOS changes have been submitted requesting increased numbers of cable splicers. An appropriate grade structure was included so that a logical promotion pattern could be followed.

#### Shortage of Personnel and Supply Technicians

(1) Observation: There are two critical officer shortages at present within the 40th Signal Battalion (Construction). These shortages exist



in the fields of Personnel and Supply within the Headquarters element.

(2) Evaluation: The battalion manages the personnel records for all the 40th Signal Battalion and those of the 221st Signal Company (Pictorial) averaging between 850 and 900 records. The battalion has been without a qualified Personnel Warrant Officer since 16 June 1969. The Supply Warrant Officer position has been vacant since 30 August 1969. This vacancy, coupled with assignment of individuals of lower grades than authorized in the majority of the enlisted supply NCO positions throughout the battalion, has created a heavy S-4 workload and at present leaves a void in the operation of the battalion S-4 office. The importance of maintaining fill of these two Warrant Officer positions cannot be overemphasized. They provide the battalion with skilled technicians which offer years of experience and expertise. There is no substitute for this experience and it cannot be provided by cross-training.

(3) Recommendation: That higher headquarters closely monitor the requisition and assignment of these warrant specialists.

(4) Corrective Action Taken: Correspondence has been initiated to higher headquarters requesting assistance in the acquisition of qualified Personnel and Supply Warrant Officers.

b. INTELLIGENCE: Omitted

c. OPERATIONS:

Special Purpose Equipment

(1) Observation: The acquisition of trenching equipment enhances the operational capability of the battalion.

(2) Evaluation: The installation of buried cable is improved immeasurably by using mechanized trenching equipment. This is especially true where the soil conditions make digging by hand difficult. The decreased manpower requirement makes the expeditious management of manpower resources much easier. The trenchers received in the battalion have no backfill supporting capability. Additionally there is no established supply support mechanism.

(3) Recommendations: That the next TOE review cycle approve a backfill capability to augment mechanized digging operations. That new equipment sent to RVN have detailed supply support instructions issued concurrently with issue of the equipment.

(4) Corrective Action Taken: The next MTOE submission will contain a recommendation for backfill equipment.

d. ORGANIZATION: Omitted

e. TRAINING: Omitted

f. LOGISTICS: Omitted

- g. COMMUNICATIONS: Omitted
- h. MATERIEL: Omitted
- i. OTHER: Omitted

1 Incl  
Organization Structure

*Donald J. Goettel*  
DONALD J. GOETTEL  
LTC, SigC  
Commanding

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10 CO, 40th Sig Bn (C), APO 96491

SCCPV-UG-AG (15 Nov 69) 1st Ind  
SUBJECT: Operational Report-Lessons Learned for the 40th Signal Battalion,  
Period Ending 31 October 1969, RCS-USFOR-65 (R2)

DA, HQ, 160th Signal Group, APO 96491, 8 December 1969

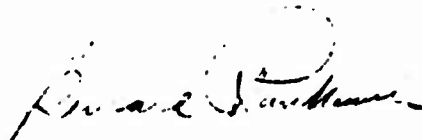
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1. Subject report is forwarded in accordance with USARV Regulation 525-15.
2. The following comments apply to the information in paragraphs indicated below:

a. Paragraph 2a (1), 2a (2): The 40th Signal Battalion is authorized nine (9) EM in MOS 76Y (Supply Specialist) and have twelve (12) EM in this MOS currently assigned. Records indicate the following:

|            | E-7 | E-6 | E-5 | E-4 | E-3-2-1 | TOTAL |
|------------|-----|-----|-----|-----|---------|-------|
| Authorized | 1   | 3   | 1   | 4   | 0       | 9     |
| Assigned   | 0   | 2   | 0   | 9   | 1       | 12    |

b. Paragraph 2a (3). This Headquarters has continued its efforts to secure experienced supply specialists through normal command channels, i.e., requisitions were submitted as follows: Sept 69 1-E-6; Nov 69 1-E-5 and 1-E-7; and Dec 69 1-E-7. Requisitioning will continue to be closely monitored by this Headquarters.



BERNARD J. PANKOWSKI  
Colonel, SigC  
Commanding

DISTRIBUTION:

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Force Development, Department of  
the Army (ASCFOR, DA), Washington,  
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2- Commanding General, 1st Signal  
Brigade (USASTRATCOM), ATTN: SCCPV-  
OP, APO 96384

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SCCPV-OP-AD (15 Nov 69) 2d Ind

SUBJECT: Operational Report-Lessons Learned, Headquarters, 40th  
Signal Battalion for Period Ending 31 October 1969, RCS  
CSFOR-65 (R2)

DA, HQ, 1st Signal Brigade (USASTRATCOM) APO 96384 13 December 1969

TO: Commanding General, United States Army Vietnam, ATTN: AVHOC-DST,  
APO 96375

1. Subject report is forwarded in accordance with AR 525-15.
2. The following comments are made:

a. Reference item "Personnel", Para 2 a, Page 3: Personnel possessing MOS's 76U (communications/electronics repair parts specialist) or 76Y (unit supply specialist) are usually assigned as PLL clerks at unit level. The average 1st Signal Brigade PLL clerk often has to be familiar with motor pool and ordnance PLL as well as signal PLL. There are few PLL clerks arriving in-country with this type of knowledge, nor is it likely they will in the future. This organization does have a continuing program, however, aimed at educating its PLL personnel. Twelve personnel are enrolled each quarter in the USARV Engineers PLL Course at Long Binh. A special one-time class, solely for the benefit of the 1st Signal Brigade, has also been arranged with the USARV Engineers for 1 Dec 69. This class will accommodate about twenty personnel. In addition to the above, the 1st Signal Brigade is setting up its own PLL Course at the USATF. Reference material and lesson plans for this course have already been procured from the Signal School at Fort Monmouth, N.J. and the Quartermaster School at Fort Lee, Va. Instructors are now being selected from Brigade assets.

b. Reference item "Shortage of Trained Officers", Para 2 a, Page 4:

(1) The US Army Signal School, Fort Monmouth, N.J. conducts a 14 week telephone and teletypewriter course (0400). This course provides commissioned officers (company grade) with a working knowledge of the supervision, management, planning, installation, operation and maintenance of telephone, teletype and carrier facilities, equipment and systems. Electrical and electronic fundamentals, telephone transmission principles, outside plant principles and practices, tactical and strategic telephone systems and equipment, etc. are covered in the 0400 course. This course, however, does not nearly satisfy the officer training requirements of the 1st Signal Brigade in the area of outside plant construction.

(2) The USATF is conducting the junior officer outside plant construction course on a recurring basis. This course is available to all groups and should be taken advantage of by the 40th Signal Battalion.

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13 December 1969  
SUBJECT: Operational Report-Lessons Learned, Headquarters, 40th  
Signal Battalion for Period Ending 31 October 1969, RCS  
CSFOR-65 (R2)

c. Reference item "Shortage of Cable Splicer Non-Commissioned Officers", Para 2 a, Page 4: Under present authorization, the US Army is allowed to establish a cable splicer course only during mobilization. Until this authorization is altered, which does not appear imminent, the USATF will continue to provide allocations to the Army for the cable splicer course.

d. Reference item "Shortage of Personnel and Supply Technicians", Para 2 a, Page 4: As of 30 November 1969, the 160th Signal Group had 100% of Personnel and Supply Warrant Officer Technicians assigned to their authorization.

e. Reference item "Special purpose equipment", Para 2 c, Page 5:

(1) Special purpose equipment used for entrenching purposes are available within the Army adopted item of material (SB 700-20) under line numbers G 29945, which have been designed as standard A and B respectively.

(2) In all cases, these items do not meet the requirements of a signal cable construction unit.

(3) As a result, non-standard equipment such as the Cleveland J-36 entrencher and the Parsons 77L entrencher have been procured and have been approved for TDA authorizations. These machines only have manufacturers publications and procurement of repair parts is hampered within an overseas command.

(4) In the interest of maintenance and supply of the equipment, it is recommended that upon procurement of such equipment, a technical manual be developed with appropriate supply and maintenance support categories.

FOR THE COMMANDER:

  
T. E. MULLENNIEX  
LTC, AGC  
Adjutant General

CF:

Commanding General, United States Army Strategic Communications  
Command, ATTN: SCC-OPS-RT, Fort Huachuca, Arizona 85613  
Commanding Officer, 160th Signal Group, APO 96491  
Commanding Officer, 40th Signal Battalion, APO 96491

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AVHGC-DST (15 Nov 69) 3d Ind

SUBJECT: Operational Report of 40th Signal Battalion (Const) for the  
Period Ending 31 October 1969, FCS CSFOR-65 (R2)

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96375 16 JAN 1970

THRU: Commanding General, United States Army Strategic Communications  
Command-Pacific, APO 96557

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,  
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 October 1969 from Headquarters, 40th Signal Battalion (Construction) and comments of indorsing headquarters.

2. Comments follow:

a. Reference item concerning "Shortage of Trained Officers", page 4, paragraph 2a and 2d Indorsement, paragraph 2b; concur with 2d Indorsement. One Cable Construction Battalion in the entire US Army does not justify nor provide a sufficient training base for these skills. 1st Signal Brigade should requisition school trained 0400 MOS officers and closely monitor their assignments. Maximum use should be made of the course offered by the USASTF.

b. Reference item concerning "Special Purpose Equipment", page 5, paragraph 2c and 2d Indorsement, paragraph 2e; concur. Cable burying machines provided Signal construction units have proven to be unsatisfactory in very heavy or compacted soil such as in RVN. These machines lay a single cable and then backfill automatically, but often the requirement exists to place multiple cables in a single trench. The current solution has been to purchase commercial heavy duty trenching equipment for these units. However, this equipment does not provide all desirable capabilities to efficiently bury cable. Because this equipment is procured from commercial sources maintenance support is limited. It is recommended that DA undertake the development of military standard heavy duty cable burying equipment having the desired capabilities. A military standard item will also insure that the item is supported through the Army supply system. Additionally, AMC must insure that commercial items are adequately supported.

FOR THE COMMANDER:



C. E. MICHELS

MAJ, AGC

Assistant Adjutant General

Cy furn:  
40th Sig Bn  
1st Sig Bde

SCCP-OP3 (15 Nov 69) 4th Ind  
SUBJECT: Operational Report of 40th Signal Battalion (Const)  
for the Period Ending 31 October 1969, RCS CSFOR-65 (R2)

Headquarters, United States Army Strategic Communications Command-  
Pacific, APO San Francisco 96557 14 FEB 1970

TO: Commander in Chief, United States Army, Pacific, ATTN:  
GPOP-DT, APO 96558

1. Subject report is forwarded in accordance with AR 525-15.
2. This headquarters has reviewed and concurs with subject report as indorsed.

FOR THE COMMANDER:

*Frank C. Mahin*

FRANK C. MAHIN  
COL, GS  
Chief of Staff

CF: wo Incl  
CG, USARV, APO 96375  
CG, 1st Sig Bde (USASTRATCOM), APO 96384  
CO, 160th Sig Gp (USASTRATCOM), APO 96491  
CO, 40th Sig Bn (USASTRATCOM), APO 96491

**GPOP-DT (15 Nov 69) 5th Ind**  
**SUBJECT: Operational Report of HQ, 40th Signal Battalion (Construction)**  
**for Period Ending 31 October 1969, RCS CSFOR-65 (R2)**

**HQ, US Army, Pacific, APO San Francisco 96558 17 FEB 70**

**THRU: Commanding General, US Army Strategic Communications Command,**  
**Fort Huachuca, Arizona 85613**

**TO: Assistant Chief of Staff for Force Development, Department of the**  
**Army, Washington, D. C. 20310**

**This headquarters concurs in subject report as indorsed.**

**FOR THE COMMANDER IN CHIEF:**

  
**C. L. SHORTT**  
**CPT, AGC**  
**Asst AG**

**CF:**  
**DA, ACSFOR**  
**CG, USASTRATCOM-PAC**



SCC-PO (15 Nov 69) 6th Ind  
SUBJECT: Operational Report of HQ, 40th Signal Battalion (Construction)  
for Period Ending 31 October 1969, RCS CSFOR-65 (R2)


Headquarters, United States Army Strategic Communications Command, Fort  
Huachuca, Arizona 85613 13 MAR 1970

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

This headquarters concurs in subject report as indorsed.

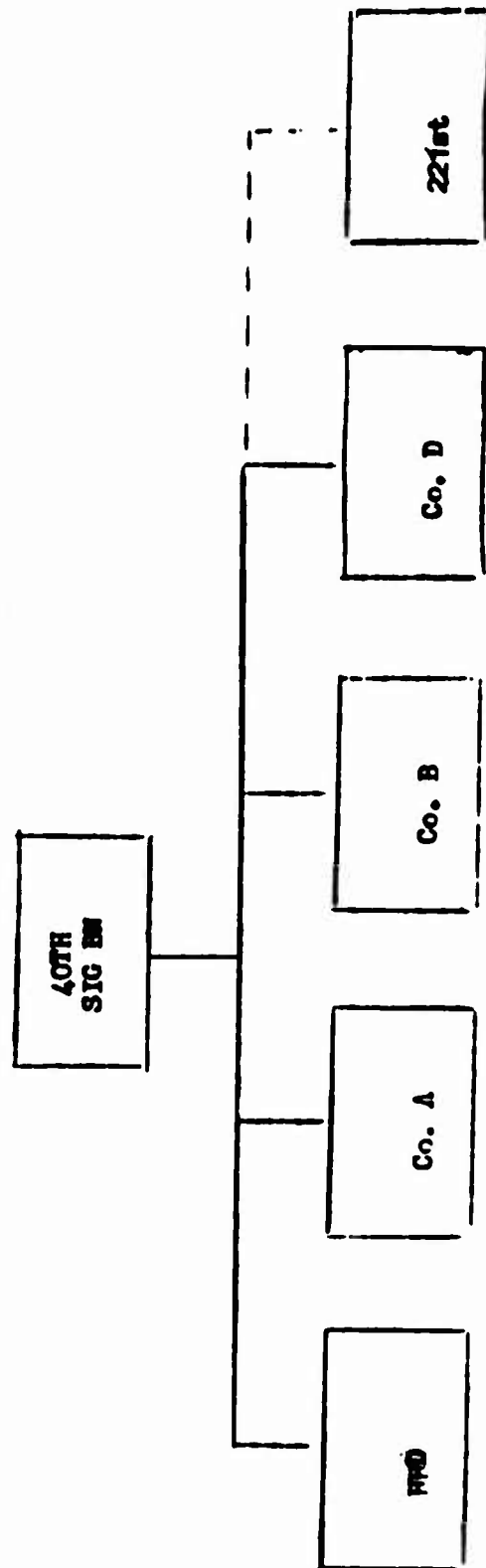
FOR THE COMMANDER:



 W. O. POLSTON  
Maj. AGC  
Asst Adj Gen

# 40TH SIGNAL BATTALION (CONSTRUCTION)

## ORGANIZATION



--- 221st Signal Company (Pictorial) attached for administration and logistics. OFCOM remains with SE/PC.

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| CO, 40th Signal Battalion  |   |                                    |
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